

Department of Correction and Rehabilitation Performance Plan

Contribution to Montgomery County Results

Result: Safe Streets and Secure Neighborhoods

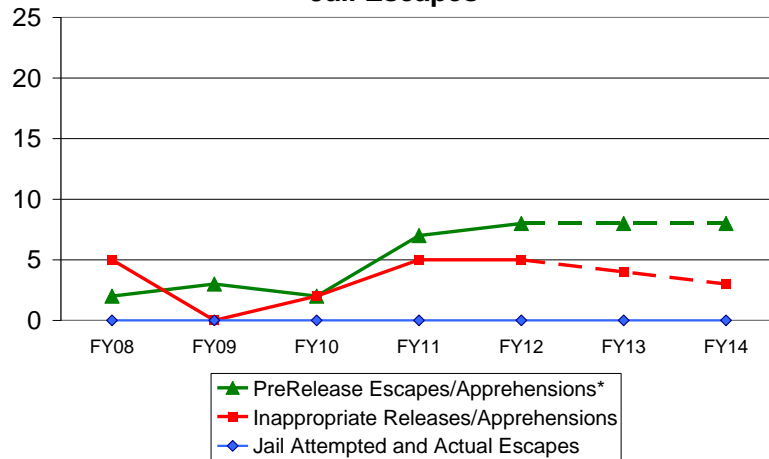
Contribution of DOCR:

What DOCR Does and for Whom	How Much
Incarcerates inmates securely and constitutionally and provides effective supervision for those in pretrial and prerelease programs in the community	<p>\$61,264,450</p> <ul style="list-style-type: none">• Total Projected Average Daily Population: 1,057.• Number of defendants enrolled in pretrial supervision: 2,400.
Continuously engages the communities surrounding each correctional facility (MCDC, MCCF, PRRS)	<ul style="list-style-type: none">• Regular scheduled meetings with minutes on the County website.• Seek out community meetings for briefings.
Operates programs to improve inmate growth and development during custody and in anticipation of re-entry	<ul style="list-style-type: none">• \$918,440 (1.4%) (Includes teachers on contract).
Overall	<ul style="list-style-type: none">• Gross Operating Budget (FY12 & 13): \$61, 264,450, 516 FTE

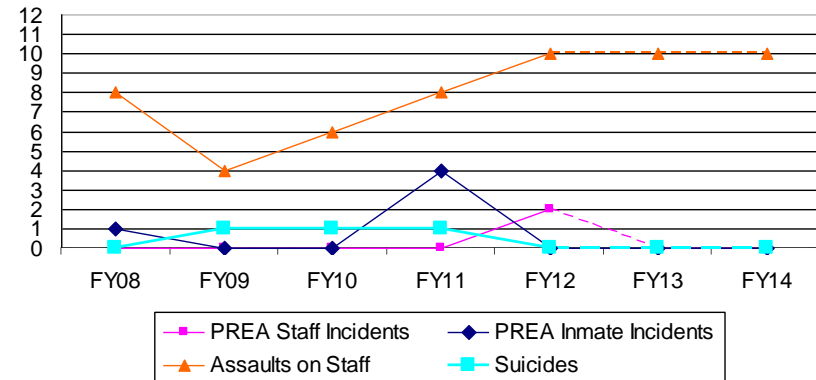
DOCR Performance Plan¹

10/11/11

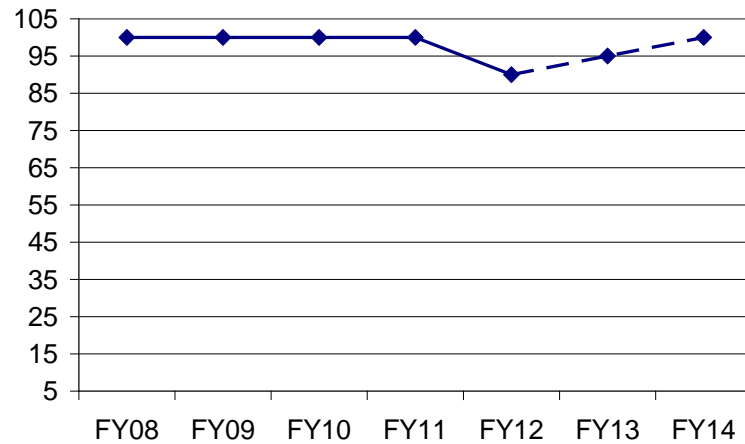
Pre Release Escapes, Inappropriate Releases, Jail Escapes



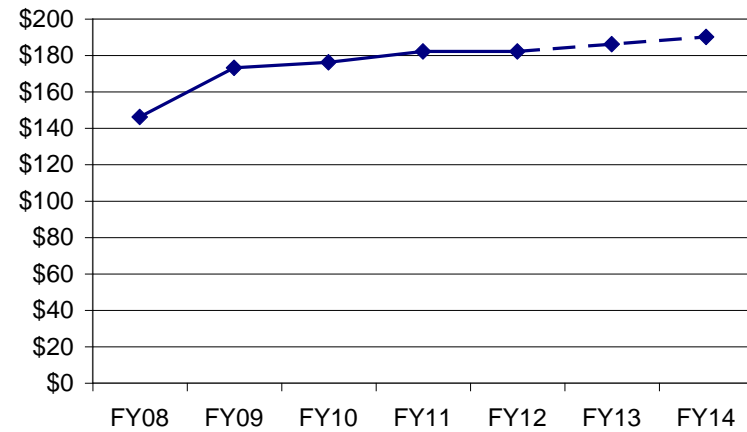
PREA Incidents, Assaults on Staff, Suicides



% Accreditation Standards Met



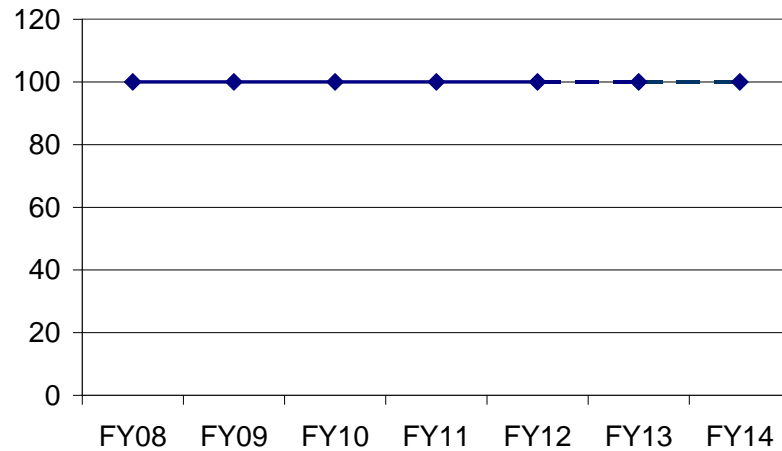
Per Diem Cost Per Inmate



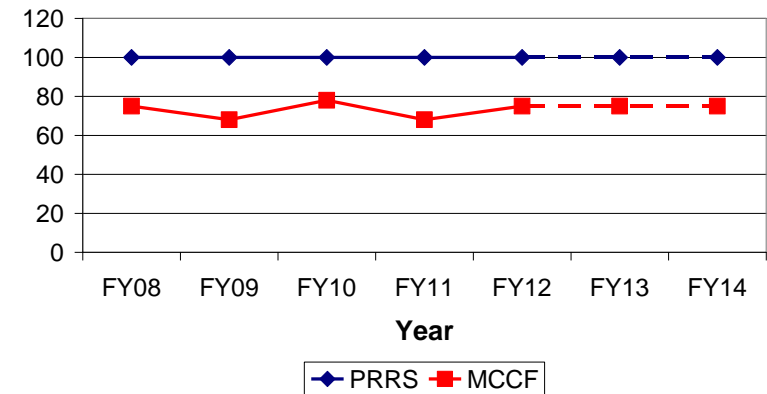
DOCR Performance Plan²

10/11/11

% Total Bed Needs Met

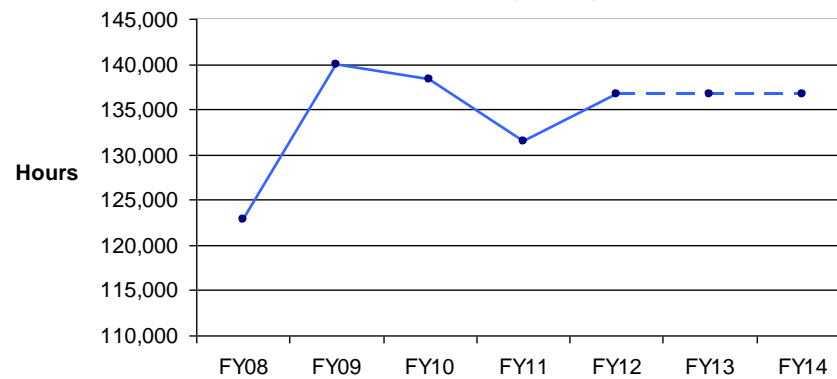


% of Prisoners Participating in Self Growth and Development Programs

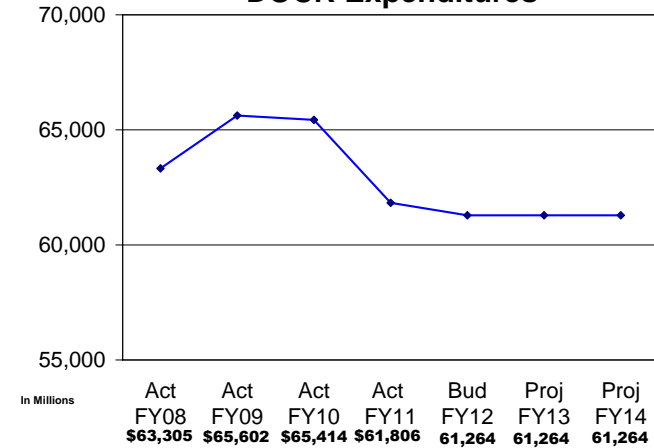


Community Service Population Management

(Intervention Program for Substance Abuse,
Alternative Community Service,
Weekenders program began 1/1/11)



DOCR Expenditures



The Story Behind the Performance

Contributing Factors:

- Meeting Accreditation Standards. The Department regularly engages in a series of rigorous national and State accreditations (national are voluntary – State is mandatory) which cumulatively assess and provide feedback on operations across several hundred standards of quality performance. This effort is not to present a series of certificates and plaques in the hallway, but to improve our public safety, staff and inmate safety and personal growth efforts for the thousands of offenders (over 20,000) who pass through DOCR custody and supervision in the course of each year. All of the standards are designed to diminish correctional security problems, diminish litigation against the County, create a safer work environment for staff, and provide a safe/constitutional living environment for inmates within the context of a safe community for local residents. In FY 08 up through FY 11 and through December, 2011, DOCR completed all national standards at 100% - a unique accomplishment based on quality performance and attention to detail by all MCCF and MCDC staff members. PRRS is also fully accredited and includes performance measures as part of senior management work sessions. Every residential program operated by DOCR holds national accreditation at the highest levels of compliance (MCDC, MCCF and PRRS). MCCF took an additional unique step in receiving national accreditation for its education programs (Correctional Education Association) and completed this at 100% compliance. One in seven jails in the entire nation hold CEA accreditation. Pretrial Services does not have a set of national accreditation standards, but has developed their own statistical performance measures that form the basis of senior management work sessions twice monthly. They engage population management very directly.

Daily Rigor on Basics. The Department maintains intensive attention to core operations, managing by group process with constant observation and review. Jail management teams (MCCF and MCDC) meet at the beginning of each work day (five days per week) to review operations, evolving issues, high impact issues, and cases and issues of concern. Senior management work sessions occur weekly at PRRS. This is a process that ensures rigorous attention and immediate follow up as any issues are identified, and provides a forum for engaging issues. Core operations are a central aspect of the daily meetings as are any evolving or special situations. Participation includes all security, program, and operational areas of jail administration. PRRS follows the same focus on national accreditation standards. Pretrial Services attends to daily performance measures as a core element in all review processes. These measures are shared with the broader criminal justice community through the County Criminal Justice Coordinating Commission and other advisory bodies and community groups.

Innovation

- Bed Space Challenge. Following an unprecedented, 2-month, 100-bed prisoner population growth in September/October of 2006, it appeared the criminal justice system might not have sufficient bed space by the end of 2006. This went far beyond any historic growth patterns and an explanation could not be developed based on any crime or arrest or jail booking growth. By late fall of 2011 bed space was still available within both jails and the Pre-Release Center. This has been quite exceptional for bookings have remained high (exceeding 16,000) with no growth in Average Daily Population. The work in Pre-Trial decision making, community supervision and broad based

community service programs has moderated jail population growth. For given the growth in bookings available bed space should by all measures have been exhausted by 2010 or 2011. The work of Pretrial Services in continued effective implementation of a new screening matrix (fully supported by the District Court, Circuit Court and State's Attorney's Office) has been the dynamic factor in keeping bed space available and meeting the priority of public safety as designated by the County Executive.

- Deteriorating Condition of Seven Locks Facility and Central Processing Unit. Superior program intervention by the Pre-Trial Services Division coupled with the confidence of the District and Circuits Courts and the Office of the State's Attorney in assessment recommendations very clearly have kept bedspace available. There is another major element that can limit our ability to engage over 16,000 bookings per year – the physical collapse of the Montgomery County Detention Center at Seven Locks/Rockville and the Central Processing Unit. The old jail facility now houses less than 200 inmates per day, but does receive 16,000 offenders/arrestees each calendar year. The building has served the County well, but now needs replacement and significant physical intervention to keep it operational until a replacement plan is formulated, funded and implemented. The District Court of Maryland – Commissioners – who conduct critical initial bond review have waited since the mid-1990's for an appropriate work environment. The Administrative Judge of the District Court has noted their serious concerns with a very negative and counterproductive work environment. Should the District Court simply leave chaos could follow given the central role of CPU for public safety operations in Montgomery County.

Major support areas beyond the Central Processing Unit inside MCDC are also falling apart and in need of replacement with serious intervention and repair to remain operational until a new booking and release facility is planned, designed and built. A current interim review process is lead by the Department of General Services with DOCR participation given the advanced state of decline and failure of detention electronics, emergency electricity support, dietary and kitchen decline, major roof deterioration and leaks throughout the building, HVAC decline and the continued dangerousness for law enforcement of areas where recently arrested prisoners are delivered to the facility for initial booking and District Court Commissioner review. The Seven Locks/CPU facility is as important as any building component in the entire criminal justice system, for it is open 24/7 and used by every law enforcement officer working in Montgomery County, Maryland. It is a serious problem needing serious attention.

- Master Confinement Study and Population Management. County Executive approved in concept and in funding allocation a Master Confinement Study to project bed space needs and the type of bed space deemed most appropriate during the early summer, 2011. An RFP will be drafted by DOCR and the Department of General Services to seek submissions by skilled and tested national vendors by winter, 2011. The RFP and ultimate selection will be vetted by key stakeholders including the Criminal Justice Coordinating Commission (CJCC), Circuit Court, District Court, State's Attorney's Office, Office of the Sheriff, Montgomery County Police, Office of the Public Defender, representative of a municipal stand alone police department and community members. The County faces a unique challenge to generate both smart and effective diversion programs and secure correctional bedspace during a time of significantly diminished

resources for both capital and program efforts. The existence of CountyStat as an honest broker for data driven outcomes has added the unique dimension in county service review since its inception 4+ years ago. By late fall, 2011, its work was deemed superior and data driven decisions have improved and risen in utilization – certainly within the criminal justice system.

- As a result of population management reviews, a new matrix for providing assessments to both the District and Circuit Courts on pretrial release decision making was implemented. The rate of positive recommendations from Pre-trial Assessment staff grew from 17 to 52 percent with no increase in the Failure to Appear rate (FTA) as of October, 2011. This was done with assistance from community partners: George Washington University Criminal Justice Program and the US Justice Department – National Institute of Justice. We would be remiss if we did not commend Dr. James Austin (Ph.D.) of George Washington University and Senior Attorney Marlene Beckman of the Department of Justice for their support of this effort. More should be said for a new matrix required the support of District Court Administrative Judge Eugene Wolfe and Circuit Court Administrative Judge John Debelius and State's Attorney John McCarthy. Their trust in the new methodology has been more than vindicated in terms of FTA data and perhaps this factor amongst all others explains the current availability of bed space within DOCR facilities. It demonstrates that Average Length Of Stay (ALOS) surpasses bookings as the core factor in jail population management.

Continued attention to process and efficiency of operations that did not contradict public safety is the core principle of this group. This is now a standing committee and work group of the Criminal Justice Coordinating Commission (CJCC) to be called into session as needed. Collaborative work with CJ colleagues may not in and of itself limit population growth, but the process demonstrates group concern and group awareness. As police are added to the streets and as gang crime is a focus of enforcement as well as a growing number of pack robberies, we can expect jail population growth. The effort is to limit the growth through improved procedural improvements that do not impact public safety, but that speak to operational efficiency across all CJ agencies. By the concluding months of 2011, the CJCC increasingly understood and advocated for process review and collaborative decision making. This follows the unique functional FY 12 budget development process where all public safety agencies came together to offer recommendations in a collaborative manner on significant budget reductions.

Restricting Factors:

- Growing Criminal Severity and Complexity. The crimes and criminals in Montgomery County have become more serious and complex; and the criminal justice population trend line is edging upwards. This trend will increasingly challenge the Department's capability to prevent serious incidents in a proactive manner. There has been an increase in gang arrests involving groups and "pack robberies" with multiple defendants, and some growth in juveniles being admitted for serious offenses. These increases create classification, housing, and safety challenges as well as separation demands (in the limited space available) as requested by the Police and States Attorney. By 2011, over 150 separation cases had been requested by Police and SAO, and as this population grows the capability of providing separations in a space limited environment

will challenge and perhaps surpass our capability. The situation is under control; but it is a newer dynamic that challenges daily operations and fosters the need for greater resolve for zero tolerance outcomes, as well as collaboration with other public safety agencies. *It also speaks to major budget target reductions implemented upon DOCR (FY 10 - FY 12 that have reduced core programs that worked daily to keep inmates occupied and diminish the potential for discord and violence within the adult maximum security correctional setting (MCCF and MCDC). DOCR has now lost 43 staff members through July, 2011, removing all emergency staff response capabilities and pushing the agency to a lowest common denominator of operational effectiveness.*

- Growing Diversity of Prisoner Population. The prisoner population is increasingly diverse ethnically and culturally and, in particular, there has been a significant growth in gang members and Hispanic/Latino prisoners. The number of Hispanic/Latino Correctional Officers and social service staff (with bilingual capability) is inadequate to meet this changing demographic current in the correctional population. Gang-focused criminal behavior is aggressively engaged by the Police and the States Attorney, and the adult correctional system needs to continue its efforts to manage this population in a safe, secure, and humane manner. Staff cultural diversity is a component of that effort. While DOCR has been recognized and honored for diversity recruitment efforts there is much more to do. The number of Latino staff increased to 35 by October, 2011. We have plenty of applicants for entry level Correctional Officer but we seek a broader diversity of applicants to generate more Latino entry level Correctional Officers. We are receiving superior assistance from OHR (Joe Heiney-Gonzalez) in developing growing relationships in the community to support expanded recruitment.

This does not mean there is major growth in Latino conducted crimes, but the Latino/Hispanic population is the fastest growing ethnic population cohort in Montgomery County. Growth from 2000-2010 expanded by over 30% and this group now comprises 17.1% of the entire Montgomery County population. The African American correctional population numbers some 47% and a county population of 16.3%. This is clearly highly disproportionate and requires further intensive review. Less than 1% of the correctional population is Asian American on a countywide base of 13.9%. Caucasian county residents have declined by 7% from 2000-2010, and account for the remainder of the DOCR population.

- Community Corrections. Escapes from Prerelease/community corrections are extraordinarily low as a percent of admissions (less than 1.1 % of 644 admissions for FY11)

Though we set zero tolerance as a function of our community safety responsibilities, zero is likely impossible for Montgomery County operates the largest community corrections program (no bars, no fences and all residents/offenders approved for work in the community). An escape is receiving a call from home and taking the bus from work and is virtually impossible to stop, for these are offenders in their last six months of custody who now have significant community and family interaction. Every escape is reported – no fudge factors are used and we commend the Office of the Sheriff for aggressive investigations that bring back over 50% of those who depart even given this very small number. The remainder are brought back by family members or surrender themselves. Escapes are aggressively prosecuted and those involved may never return

to the Pre-Release Center as a matter of agency policy. We need to research any trends, common factors, or predicting elements that would assist in keeping community correctional escapes to the lowest level possible while recognizing the deep commitment of the County to prisoner re-entry efforts for those returning to the community in a short period of time. These prisoners return to our community – not to other states or areas far away from this community.

- Overtime and Health Care Costs as Core Elements of the DOCR Budget. The Cost of efficient, safe and constitutional operations must be properly funded or overruns will occur. Budget in correctional operations is impacted by security overtime and prisoner healthcare.
 - (1) Overtime Costs. Key security positions must be filled and key posts must never be left unfilled to keep the safety of our maximum security jail environments at a level commensurate with constitutional and safe operations. This issue also directly impacts staff safety and larger issues of public safety in a maximum security environment. Overtime is being driven by coverage for hours when staff members are not available. On a 2080 hours/year paid base, the average Correctional Officer is available 1,546 net hours when all sick leave, time for return to work after injury (at work or on personal time), training, and all other County granted leave categories are calculated. These categories represent the vast majority of all overtime expenditures in addition to lunch overtime pay decisions of a decade ago following legal hearings on shift work. DOCR seeks reduced levels of overtime as a means of providing support for staffing all posts on a 24/7 basis. Some combination of staffing, overtime, and labor policy will drive this outcome. CountyStat has actively reviewed this issue and overtime for post coverage has gone down as a function of keeping positions filled and attention as is permissible regarding work attendance and return to work management. The Office of the Inspector General (OIG) previously completed an audit of DOCR overtime accountability, and a very positive report was received that commended DOCR for both the outcome (accountability) and documentation and methodology the DOCR developed overtime tracking system, Custody and Security Staff Deployment System (CSSD), was commended as a model tool for overtime management. This methodology was picked up by Fire Rescue to assist in their overtime accountability process. Reviews are conducted weekly to ensure process accountability remains high and CountyStat and County Reviews occur quarterly along with all other public safety agencies.
 - (2) Health Care. Health care costs reflect meeting a community healthcare standard as well as all Maryland correctional standards for healthcare in a population that brings more complex healthcare problems. No lawsuits have been lost, few are even filed, and our healthcare outcomes set a national standard. Of all areas of correctional practice, correctional healthcare still has the most demanding and clear-cut standards of constitutional practice and clear court decisions. The Department expects greater healthcare costs as a function of health levels of those arriving in custody. DOCR sees more complex prisoner health care needs as follows: significant increase in orthopedic problems that require specialty care, hypertension and cardiac conditions, complicated diabetes, complicated wounds and infections including MRSA, hypercholesterolemia (high cholesterol), and an increase in prisoner patients needing mandatory surgery in various medical specialty areas.
- Bed Space Availability and Future Needs. After several years of minimal stress on the system, the spike in demand for beds at the end of 2006 that was renewed in the late

summer of 2008 has recast the issue of bed availability as a major concern. While, as noted above, the Jail Population Work Group has managed to respond to the demand in the short run, these tactics will not adequately address the increase in demand in the long run. DOCR has included a full population projection and master confinement study and analysis as part of the FY09 budget submission. Thoughtful inferential projections are not an acceptable means to develop policy recommendations of very expensive housing options. It should be recalled that MCCF (Boyd) was built to accommodate 224 additional beds on the current footprint and with all building systems (absent housing units/cells) in place. The CIP planning process needs to be engaged immediately given the lag time of at least 4 – 5 years that will occur prior to bringing new beds on line. This is a matter for serious and immediate attention. Bed space and population management briefings occur regularly with daily commentary on trends and movements and monthly data analysis. Such analysis must involve all CJ stakeholders – jail beds reflect the entire adult CJ system.

What We Propose to Do to Improve Performance

- Continue Current Management Practices. Following significant budget reductions (FY 2010 – 2012) DOCR significantly reduced senior management staffing and reduced its number of operating divisions from five to three. Management Services as a division was abolished and its component elements (budget and procurement, human resources, information technology and finance) now fall under the Director, DOCR. Both jails (MCCF and MCDC) now report to a single Warden/Division Chief for Detention Services. Reduced senior management staffing does not diminish operating priorities and our public safety mission regardless of County wide revenue reductions and corresponding budget restrictions. The Department will maintain on-point daily attention to all standards of operation – there is no substitute for attention to this level of detail in quality corrections. There is little additional cost in a determined focus on implementing standard operating procedures and meeting all State and national accreditation standards that cover every aspect of correctional operations. Staff selection/retention will continue to be a priority to ensure high quality employees are selected and retained. While technology is important, nothing replaces quality staff in the work of corrections. The implementation and coming on-line of IJIS/CRIMS (Integrated Justice Information System-Correction and Rehabilitation Information Management System) will move DOCR into modern information methodologies to support safe, efficient, and quality daily operations. Programs from adult basic education through faith community involvement and volunteer programs involving over 430 members of the community must be continued to keep inmates active and diminish the potential for discord, violence and other negative behaviors that grow as population crowding expands. One does not wait for programs – we engage them ahead of the curve through security initiatives, security standards implementation and strong program involvement.
- Diversity Recruitment. Refined techniques of diversity recruitment will be fostered to expand recruitment and hiring of Hispanic Correctional Officers and other Department staff. DOCR has won the County diversity award for its efforts in the past, but a greatly expanded focus towards seeking out and successfully recruiting well qualified Hispanics/Latino staff is mandatory for DOCR. Within the confines of resource availability, community outreach, expanded networking and community advertising, a

language proficiency differential, and assistance of groups such as Montgomery College will be utilized in parallel to the County Executive's diversity recruitment focus currently being led by the County Office of Human Resources.

- Address Culture of Work Attendance, Leave Utilization, and Return to Work Strategies. Engaging overtime must involve a County commitment to review the culture of work attendance, leave utilization, and return to work strategies. This issue will be discussed with the CAO, OMB, and OHR to determine the focus and action plan. Collaboration with OHR and labor relations coordination is a central element in responding to this area of attention, for staff availability is the core element of ongoing budget considerations. Resolution of this issue may involve additional full time staff to meet staffing requirements for security operations as well as changes in County practices and procedures. CountyStat attention and focus on overtime across all CJ agencies and Transportation speaks well of this as a County priority. DOCR welcomes the attention and analysis in an effort to diminish reliance on overtime to staff basic security posts. This is an ongoing iterative process.
- Develop Greater Pretrial Efficiencies. The Jail Population Work Group, with DOCR taking the lead, will examine every aspect of pretrial process to see where efficiencies can be enacted that provides bed space through improved process. The message is not simply quality operations but also collaboration in building efficient and speedy operations that foster reduced levels of bed space utilization. This is not a focus on more lenient outcomes or creating bed space through reducing standards of quality. That approach reduces community safety and creates a dysfunctional justice system. Our focus will be on improved process and the quality of decisions that foster better outcomes throughout the system. The absence of a highly skilled analytical capability within DOCR is a restricting factor and efforts for developing this internal capability are an element in the forthcoming Master Confinement Study to be conducted in the second half of FY12 and FY13.

Appendix A: Budget

- Net Loss of 52 staff positions – reorganization effective July 1, 2011. DOCR, as a response to mandatory target reductions imposed upon the agency has lost 52 positions from senior manager – Division Chief through the most junior entry level work position.
- This budget development, due to the current recession, mandated significant reorganization within DOCR to both survive and to continue to provide services within the context of constitutional conditions and safety for all staff and inmates within the adult correctional system. Reorganization reflected a refocusing of budget priorities to the lowest common denominator and then even below – staff and inmate safety. The following positions that have been abolished focused this reorganization:

Manager III	3
Manager II	1
Correctional Specialist V	1
Correctional Health Nurse II	4
Planning Specialist III	1
Correctional Specialist II	4
Correctional Records Tech	1
Senior Supply Tech	1
Office Service Coordinator	2
Intake Processing Aide	10
Supply Tech III	1
Principal Administrative Aide	4
Public Admin Intern	1
Captain	2
Lieutenant	1
Sergeant	2
Correctional Officer III	13
	<hr/>
	52

- The DOCR performance plan is based on providing core correctional services as noted in detail in the Story Behind the Performance section of the DOCR plan. We have remained true to basic core security and program requirements. We do note that under the percentage of inmates in programs at MCCF, this number has dropped to 65% because of reductions in spending for adult basic education services.

Appendix B: Implementation

- The reorganization of DOCR was assumed well prior to July 1, 2011, given the County budget situation. We never waited to see if anything would be restored, for we assumed it would not. DOCR priorities were fully operational, July 15, 2011.

Appendix C: Data Development Agenda

- Data for each element of the program is fully operational. It has been operational for at least 24 months in each of the categories highlighted in the DOCR plan. While a complete new data system is coming online this year (FY12) and over the next two fiscal years, data collection for our priority areas already exists. The Master Confinement Study that was approved by the County Executive in the summer of 2011 will include in the RFP a requirement for a recalibration model that was last revised in 1994. This will assist the County in reviewing population impacts on our capital construction program needs on an ongoing basis.

ADDENDUM: Overarching Goals for Responsive and Sustainable Leadership

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified the following overarching goals for all County departments:

1) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

- **Criminal Justice Behavioral Health Steering Committee** - The Steering Committee was established in 2000 to further develop a system that will positively impact the incarceration of the mentally ill as well as larger coordination issues between County and community in the areas of both mental health and substance abuse.
- **Montgomery County Correctional Facility Re-entry Coordinated Case Management Work Group** - Many sentenced offenders are not eligible to move from the jail to the community-based Prerelease Center for community corrections re-entry planning. This ineligibility reflects their criminal history, record of dangerousness or existing warrants, detainers, or other legal holds. MCCF has established a new re-entry program involving serious collaboration with numerous stakeholders – County and community -- to review an offender departing within 90 days (not eligible for PRRS) to cover needs, linkages, and re-entry planning. Significant collaborative planning was necessary as this concept is largely new in county corrections in this country.
- **Pretrial and Jail Population Management Work Group** - Due to efforts of DOCR and others, the CJCC membership and process were significantly altered and improved two years ago. Recently, under the new organization, a Jail Population Management Work Group was established to look at and develop action options regarding jail population levels.
- **Gang Task Force** - Direct support is provided to law enforcement and HHS program efforts regarding participants in gang activities and efforts to refocus that behavior while in jail and in preparation for return to the community through community-based linkages.

- **Governor's Task Force on Offender Reentry** – Governor Martin O'Malley and the Maryland General Assembly created by statute an Offender Reentry Task Force in FY12. PRRS Chief Stefan LoBuglio was appointed by the Governor to the Task Force. The Task Force includes government, faith community, community-based not-for-profit organizations, Members of the Legislature and other stakeholder groups.
- **American Correctional Association and Others – International Visitors** – Montgomery County DOCR has always attracted colleagues from throughout the nation who visit all three major elements of our local correctional system (Detention Services, Pretrial Services and Prerelease and Reentry Services). This year the additional dimension of hosted international visit took place from the Republic of China, Saudi Arabia and Singapore. Such visits will continue as requested by the Department of Justice, Department of State, American Correctional Association and other agencies. We have been told routinely that selected DOCR for visits does not relate to convenience or sojourns to the nation's capitol. We have been told directly it relates to the quality of the work performed by DOCR staff and our linkages to an array of other stakeholder groups inside government and in the community.

2) **Workforce Diversity and MFD Procurement:**

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

- DOCR remains totally committed to diversity recruitment, which has been a cornerstone of our HR practice for well over the last decade. Significant bilingual staffing continues to be part of the agency. On the characteristic of race, over 50% of the staff is African American covering every rank and position from entry level through Deputy Warden. Our recruiting practices draw a very diverse applicant pool and that is reflected in our yearly diversity data collected and maintained by EEO/OHR.
- The loss of 52 positions and vastly reduced County hiring as a function of revenue and budget has limited new hires. That relates to hiring in general, but when we consider diversity the data shows we continue to attract a very diverse population of staff members (EEO/OHR).

3) **Innovations:**

Department actively seeks out innovative new technology and processes to improve performance and productivity.

- Custody and Security Staff Deployment (CSSD) Reporting System– this methodology for tracking overtime utilization received a NACo award and has been instrumental in driving down DOCR overtime. As CountyStat has noted, overtime reflects mandatory post assignments and virtually no emergencies. Overtime is focused on basic pay grade positions and DOCR Managers never work overtime to fill basic security positions. This was a priority of the CAO and is strongly reflected in DOCR practice. CSSD allows every security shift commander to report in after every shift to identify every hour of OT

utilization and to ensure it is properly applied. The methodology was picked up by Fire Rescue, for it has broader application than just DOCR. On a partially negative note, DOCR has never been funded for Telestaff (a scheduling and tracking software system), which would further improve staff resource utilization and which is currently utilized by Police and Fire Rescue.

- Correction and Rehabilitation Information Management System (CRIMS) - the CRIMS solution, consisting of 40,320 cross-data reference points, will maximize the operational effectiveness of all Divisions of DOCR. The CRIMS solution will provide specific technology improvements for all jail management functions (i.e., Booking, Housing and Records, Pretrial Services, Prerelease and Re-Entry Services, Food Services, Medical, Mental Health, Accounting, Training, Staff Scheduling, Biometrics and Photo ID), allowing for a safer, better informed, and more productive correctional staff. The following elements are planned for completion:

- Implementation of the Central Processing Unit (CPU) Booking Solution to replace the soon-to-be obsolete State provided Arrest Booking System (ABS) – June 2011;
- Implementation of the Arrest Management Solution for all law enforcement jurisdictions performing arrests within Montgomery County – June 2011;
- Implementation of Electronic Processing Board to display real-time booking process of arrestees in CPU – June 2011;
- Begin the process to implement the Jail management system module of CRIMS.

4) **Effective and Productive Use of the Workforce/Resources:**

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- See CSSD above.

5) **Succession Planning:**

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

- DOCR cannot articulate in a numerical fashion, but succession planning goes on daily across the entire chain of command positions. Because of the vertical command structure of DOCR there has not been a need to identify specific positions as all are subject to cross training/succession planning. The mandatory staffing of 24/7-365 posts in a correctional facility demands that 100% of the positions have multiple people trained and available to work as needed. This is not the case in civilian positions however turnover is very slow and usually anticipated well in advance so that succession training can and

does occur. The exception to this is working with the civilian RIF process which can be contrary to succession planning.

- Director written briefings keep staff informed of major agency activity, which helps drive an understanding of different levels of management. Frankly we share very openly with our staff, whether it is at roll calls (365 days per year), bulletins or training on correctional issues and agency operations. The Department carefully monitors required staff participation in identified County priority classes such as reducing workplace violence which has significant implications for managing and accepting leadership responsibility in the future.
- Support for college and university level education remains a priority within DOCR. Employees have been supported and encouraged to complete programs for AA, BS and Ph.D. degrees, which is certainly part of management succession planning. Due to the behavior of a small number of County employees who took some ill founded courses, we are no longer able to fund work related training at the present time. This behavior crosscut several public safety departments and set the County back in encouraging advanced education. We hope the program is restored as soon as possible.

6) **Internal Controls and Risk Management:**

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets.

- Department had no applicable internal audits.
- Congratulations and repeated thanks to CountyStat – DOCR believes that CountyStat is one of the preeminent gems of the Leggett administration and warrants specific comment. The CountyStat review over the last three years of public safety overtime is as exemplary of improved controls as any element of government practice that this agency has ever observed. To be more specific, DOCR Director Arthur Wallenstein noted “Never in 34 years as an appointed Director have I observed or participated in a process more focused in good government and accountability than CountyStat in Montgomery County.” Public sessions and a data driven methodology coupled with solid analysis through highly skilled employees drives CountyStat forward.
- Reduced litigation – correctional operations. Litigation in the corrections field on a macro – national level is significant and an omnipresent challenge. Litigation continues to be very minor – almost none regarding correctional operations because of use of three major controlling methodologies and sets of practices. They include the American Correctional Association Standards for Adult Local Detention Facilities, the National Commission on Correctional Health Care Standards and the Maryland Commission on Correctional Standards. ACA and NCCHC are voluntary in nature, but we accept them in Montgomery County as mandatory because they cover best practices over every single area of correctional security operations, program operations, physical plant standards and correctional health care. We will never know how much litigation has been avoided

because it has never been filed, given our good practices and the likelihood that success would not be forthcoming in matters often referred to Courts (Federal and State) in other jurisdictions. There have been no class action suits, no Section 1983 civil rights actions or even health care litigation in the last year. This is exceptional and it is based on integrating best practices and nationally accepted standards as core components of daily operations within DOCR.

- Special attention is warranted for the Finance Section of DOCR under the supervision of Florence Bartlett. Cash accounting is always a problem for street-focused shop floor high intake government agencies. County jails, such as Montgomery County, with 16,000 bookings annually, clearly create huge challenges for any and all policies and procedures focusing on cash intake accounting and disbursement. In the FY13 report, in the future, new technologies will be in place. This year we speak about superior traditional auditing practices and cash handling procedures that Florence Bartlett (CPA) has implemented within the DOCR Finance section. Rarely is a dollar unaccounted for and our relationship with banks when forged check revisions have arrived on the scene are excellent and few and far between. New technologies will remove us from checks, but Florence Bartlett is commended for every element of solid cash management.
- A negative is the absence of formal external audit, which prior to the County financial downturn happened regularly every 2-3 years. We have asked for audits of all cash related operations such as inmate accounts, but funding has not been present. This must be noted in a transparent system and it is something needed for the future regardless of the quality and tenacity of our unit's own operational focus.
- In FY11 DOCR administration was audited on a few issues that came from an unannounced and undocumented statement from the community. County policy is not to investigate unsigned or undocumented commentary, but in this case they appropriately did review the allegations since a director was noted by name. A thorough external audit was performed by Larry Dyckman working within the Finance Department, who covered the issues in great detail. No wrong doing of any kind was found. The following few points lead to administrative improvements:
 - Any books purchased for official use will be stamped immediately with a Department of Correction and Rehabilitation rubber stamp;
 - Every effort humanly possible will be made to ensure that all receipts accompany any credit card charge. Even if full documentation and all appropriate materials explain the purchase the County process highlights "the receipt". This is well understood and while almost no receipts were missing the goal is zero tolerance.

7) **Environmental Stewardship:**

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

The following is a summary of DOCR “Environmental Impact Activities:

- Incurred a very significant reduction of paper and toner consumption by increased use of electronic communications and document storage;
- Reduced electricity consumption by replacing existing inside and outside lighting with LED bulbs at facilities;
- Converted public and staff restrooms from hand towels to hand dryers to reduce paper consumption;
- Working with DGS to improve the energy efficiency including a plan to install new solar hot water heaters at PRRS;
- Established Pre Trial Services satellite offices in Rockville and Silver Spring saving thousands of defendant trips to the main office, and instituted compressed work schedules for employees eliminating over 360 commutes annually.

8) **Mandatory Employee Training:**

Department systematically monitors and actively enforces employees’ mandatory and/or required trainings.

- State Mandated Training: Detention services currently has 96% compliance with State required regulations for employees who are NOT out on sick leave/light duty or military leave. Pre-Trial and Pre-Release combined have 89% compliance on those employees who are NOT out on the above mentioned types of leave.
- DOCR is very fortunate because the State of Maryland has mandatory – irrevocable training requirements implemented on a yearly basis for all uniformed correctional staff and other DOCR employees by job title. We must, by COMAR regulation, conduct 18 hours of graded training in order for our staff to remain in good standing with the State of Maryland. We must submit yearly training accomplishments and they are cross referenced by the State for every employee to ensure we meet COMAR regulation. If there is any discrepancy they leap upon us like a hawk, as they should, to ensure perfect compliance.
- The DOCR Training Manager receives regular updates from OHR and other sources on mandatory training participation such as Violence in the Workplace or Interviewing and Selecting Employees. All training is documented and any staff who have not completed

their requirements are contacted through their Division Chief to ensure department wide compliance.

- A third key focus is OSHA and MOSHA relating most generally to health related issues and safety considerations. We follow strictly training guidelines for subject such as blood borne pathogens, how to report accidents and responding to various health care or environmental situations. It is part of our mandatory inspections by the Maryland Commission on Correctional Standards, American Correctional Association and the National Commission on Correctional Health Care.